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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Performance report on the budget for the support account for peacekeeping operations for the period from 1 July 2003 to 30 June 2004

Report of the Secretary-General

Addendum*

The present addendum contains information supplementing that found in chapter II of document A/59/714.

* The lateness in the submission of the present report was due to additional technical and substantive consultations.

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Abbreviations

ECOWAS	Economic Community of West African States
IMIS	Integrated Management Information System
MINUCI	United Nations Mission in Côte d'Ivoire
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NGO	non-governmental organization
ONUB	United Nations Operation in Burundi
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNLB	United Nations Logistics Base at Brindisi
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISET	United Nations Mission of Support in East Timor
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services
UNSAS	United Nations Standby Arrangements System
UNTSO	United Nations Truce Supervision Organization
WFP	World Food Programme

II. Resource performance for the period from 1 July 2003 to 30 June 2004 (*continued*)

A. Department of Peacekeeping Operations

1. Results-based framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Reports and briefings to the Security Council, legislative bodies and troop-contributing countries	109	46 reports of the Secretary-General and 63 briefings to the Security Council, legislative bodies and troop-contributing countries
Briefings to Member States and others on peacekeeping issues	252	
Published articles, speeches and presentations on peacekeeping issues in conferences, seminars and other public forums and interviews with the media and press	8	Articles
	141	Presentations
	25	Speeches
	30	Interviews
Substantive support to the Special Committee on Peacekeeping Operations and other intergovernmental bodies	Yes	Assistance provided to the Committee in preparation of its annual report (A/58/19) and to the Fourth Committee, with preparation of its briefing note to the Secretary-General on the interactive debate on peacekeeping
Annual report to the Special Committee on Peacekeeping Operations	Yes	
Developed peacekeeping-related policies in consultation with intergovernmental bodies on issues such as rapid deployment, security sector reform and strengthening the rule of law	No	Consultations on and subsequent completion of policies on rapid deployment, disarmament, demobilization and reintegration (including security sector reform) and human trafficking Policy on rule of law not developed owing to the focus on planning for rule of law components in new missions
Implementation of the Department of Peacekeeping Operations communications strategy	No	Elements of the strategy have been implemented, including media outreach and targeted representational activities by the Department of Peacekeeping Operations leadership. The strategy will be reviewed during the next quarter of 2005, in view of the surge and increased complexity of United Nations peacekeeping

Updated Department of Peacekeeping Operations web site and the integration of the Department's web site components, in coordination with the Department of Public Information	Yes	

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Lessons learned and best practice studies of completed mission planning processes and peacekeeping missions	3	Lessons learned studies on the start-up phase of UNMIL, on United Nations peacekeeping experiences in Sierra Leone and on Haiti In addition, evaluation of the UNMIK "systems" response to the violent incidents in Kosovo in March 2004
Planning modules and standard operating procedures on peacekeeping issues, including disarmament, demobilization and reintegration, gender mainstreaming in peacekeeping and child protection in peace operations	No	4 standardized training modules, including planning, on human trafficking; and planning module on gender as part of the gender resource package. Planning module on disarmament, demobilization and reintegration to be completed in December 2004
Agreements with Member States on the Standby Arrangements System, including the rapid deployment commitment level	Yes	7 memorandums of understanding signed

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Established lessons-learned mechanisms in peacekeeping missions to conduct periodic internal reviews and assessments	Yes	Best practices mechanisms, including methodologies for after-action reviews and best practices reporting to be completed in 2005
Developed electronic network of lessons learned and best practices	Yes	Electronic "communities of practice" system developed and to be launched in November 2004
Implemented improvements identified in the mission support survey	Yes	Action was taken on 28 of the 30 recommendations made in the survey. Of those, 15 have been implemented; the remainder are longer-term initiatives and action is ongoing
Policy guidance and support to missions on gender mainstreaming	Yes	Included in gender resource package for peacekeeping operations

Policy guidance and support to missions on disarmament, demobilization and reintegration	Yes	Disarmament, demobilization and reintegration policy advice, and guidance to UNMIL, Haiti and the Sudan

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Annual Department of Peacekeeping Operations Under-Secretary-General Programme Management Plan	Yes	
Annual Office of the Under-Secretary-General Business Plan	Yes	
Performance appraisal system for directors and above that is directly linked to business plans	Yes	
People management evaluations and targeted training for all senior managers, both at Headquarters and in the field	No	People management training for senior managers at Headquarters was scheduled but postponed owing to surge demands. The training will be offered in 2005
Information technology strategic plan	No	Information management strategy and Strategy Implementation Plan are scheduled for completion by end March 2005
Implemented electronic document management system	Yes	

(b) Office of Operations

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Coordinated and substantive reports of the Secretary-General to the Security Council	39	Reports of the Secretary-General
	1	Liberia sanctions report
Letters from the Secretary-General to the President of the Security Council	58	

Substantive background notes for the Security Council, the Secretary-General and other senior officials	136	136 substantive notes for the Secretary-General and other senior officials' Security Council briefings
	923	Talking points prepared for the Secretary-General and other senior officials
Notes on meetings/consultations of the Security Council	102	
Troop-contributor consultations chaired by the Department of Peacekeeping Operations or by the Security Council with Department of Peacekeeping Operations support	20	
Oral briefings to the Security Council on various issues relating to peacekeeping	48	
Background information and advice to the General Assembly on matters related to peacekeeping operations	Yes	
Advice on peacekeeping to external entities	Yes	Advice on current and potential peacekeeping operations, mandate implementation, integration and operational needs provided to Permanent Missions to the United Nations, the Office for the Coordination of Humanitarian Affairs, UNDP, UNOPS, UNICEF, WFP, the World Bank, IMF, the African Union, ECOWAS, the European Union, NATO, OSCE, NGOs and media outlets

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Integrated concepts of operations for new and potential missions	7	MINUSTAH, ONUB, UNOCI, UNMIL, UNAMSIL (2005 residual presence), the Sudan, Cyprus (post-referendum)

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Guidance and support to missions on operational matters	Yes	1,798 official substantive code cables conveying policy, political, operational and crisis management advice; operational and procedural guidelines for conduct of official functions and mission operations

Coordinated system-wide task forces and working groups on peacekeeping operations	10	For ONUB, MINURSO, UNOCI, UNMIL, MONUC, Sudan Weekly Working Groups; Sudan Interdepartmental Task Force, Haiti Planning Team, UNMIL Integrated Mission Task Force, and UNMISET Core Group
Updated concepts of operations for ongoing missions	4	For MONUC (2), UNAMSIL, UNMISET
Situation Centre operated 24 hours a day, 7 days a week	Yes	
Daily summary and special reports on situation in missions	Yes	252 daily reports; 252 in-brief summaries; 140 special reports, including weekly updates and background security assessments; approximately 280 notifications of casualty and 150 videoconferences

(c) Office of Mission Support

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Briefings to, consultations and follow-ups with Member States and other governmental bodies, including the Fifth Committee, Advisory Committee on Administrative and Budgetary Questions, and the Special Committee on Peacekeeping Operations, the Fourth Committee and the Committee for Programme and Coordination	Yes	4 presentations to the Advisory Committee on Administrative and Budgetary Questions, 2 to the Fifth Committee and 4 to troop-contributing countries 17 briefings to representatives of Permanent Missions and Member States and briefings to sub-working groups of the Special Committee on Peacekeeping Operations on contingent-owned equipment Information and follow-up on aviation safety-related issues, including accident investigation, to Member States and the Fifth Committee 4 briefings on claims-related matters to 102 Member States and 42 briefings to the European Union and 46 Member States on contingent-owned equipment
Advice and direction on policy and procedures for logistics and administrative matters to troop-contributing countries	Yes	21 pre-deployment visits to 15 countries deploying troops to UNMIL, MINUSTAH, UNOCI, MONUC and ONUB Advice to Member States on policy and procedures related to letters of assist 12 contingent-owned equipment-related briefings to the annual seminar for Military and Police Advisers attached to permanent missions Conduct of 3 United Nations logistic courses at international peacekeeping training centres

Secretary-General's reports to the legislative bodies on mission support issues	Yes	Functional requirements of field missions for communication and information technologies (A/58/740)

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Planned, directed, tasked and monitored strategic deployment stocks assets to readily deploy a complex mission	Yes	$76.5 million deployed during 2003/04 in support of new missions, especially UNMIL, UNOCI, ONUB and MINUSTAH
Developed strategic deployment stocks inventory management systems and related administrative procedures	Yes	Inventory Management System "Galileo" implemented in UNLB and all new missions
Mission Support Handbook for mission start-up	No	Draft Rapid Deployment Guide developed and completed in November 2004
Updated rapid deployment roster of 140 pre-cleared and trained candidates by occupational groups	No	A pilot exercise, completed in June 2004, indicated that the rapid deployment roster did function as conceived. The appropriate recommendations will be included in the draft report to the General Assembly on the rapid deployment roster
Streamlined organizational design for mission staffing	Yes	Planning template for medium-sized missions developed and used in planning for UNOCI, MINUSTAH and ONUB
One pilot rapid deployment exercise conducted and post-exercise report issued	No	No rapid deployment exercise was conducted owing to concurrent deployment of 4 peacekeeping missions. Additional output: 3 start-up budget workshops in MINUCI, UNMIL and UNOCI

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Logistics technical support and resource planning guidelines updated	Yes	Guidelines were updated for supply, operation support, communication and information technology, transport and engineering
65 standard operating procedures for logistics operations updated and available electronically	37	7 of which are available in the Logistics Support Division electronic library. The difference to planned 65 is due to consolidation of titles

25 standard operating procedures for logistics operations drafted	25	14 supply-related standard operating procedures and guidelines: 9 contingent-owned equipment-related, 1 on fuel, 1 on rations management, 1 on Department of Peacekeeping Operations property management, 1 on warehousing procedures and 1 on the use of the systems contracts 1 integrated communication and information technology standard operating procedure 10 new strategic deployment stocks procedural documents drafted
Logistics mission-review reports completed for 11 missions	No	Mission reviews postponed to August 2004 owing to surge deployments
Weekly Chief Administrative Officer logistics feedback reports completed for 11 missions	No	18 monthly Chief Administrative Officer logistics feedback reports
Guidance and support to field missions on logistics and administrative matters	Yes	Guidance included 25 visits to missions and 65 videoconferences 5 ration and 6 fuel-related technical visits to UNAMSIL, UNMIL, MINUSTAH, ONUB, UNOCI and the Sudan Updated budget calculation tool for ration and fuel management Organized annual conference of chiefs of communications and information technology services on lessons learned and communications and information technology services policies
Information and communication technology support to global information and communication technology systems	Yes	24-hour support in coordination with UNLB Coordinated implementation of enterprise systems in new peacekeeping missions
Updated global logistics support strategy and plan	No	Delayed owing to operational contingencies arising from surge in new mission activity. Projected date of completion is June 2005
Developed global information and communication technology data storage and disaster recovery systems	No	Expected date of completion of this project is March 2005
Independent information and communication technology benchmarking study	No	The study is scheduled for completion in June 2005

Implemented Galaxy Release 1a and 2 (extending applicant roster) in 11 missions; and substantive direction, training and guidance provided for the implementation of Galaxy recruitment/staffing functionality in the field	No	The extension of the roster was developed and implemented in MINURSO, MONUC, UNAMSIL, UNDOF, UNFICYP, UNIFIL, UNLB, UNMEE, UNMIK, UNMIL, UNMISET and UNOMIG. The functionality related to the staffing table planning and management will be finalized in May 2005
Implemented supply chain management system (Galileo) Release 1 in 11 missions	7	Lower number owing to a surge in the requirement for new mission deployments and, in the case of 1 mission, delays owing to security concerns
Property management studies completed for 11 missions	14	11 existing missions and 3 new missions (UNMIL, UNOCI and ONUB)
Mission environmental engineering programme developed	No	Environmental guidelines developed with UNEP scheduled for completion in December 2004
Global Mission Support Medical Plan	Yes	Regular guidance and monitoring of 36 United Nations-owned clinics, 71 troop-contributing country clinics, 12 level-II and 2 level-III hospitals deployed in the field
Global vehicle spare parts management system implemented	No	5 new direct purchase contracts for spare parts, 2 new contracts for workshop tools and 2 for tyres and tubes established
Global fleet management system developed	No	Global fleet management system, as included in Galileo, is expected to be completed by June 2005. Delay owing to slower than planned deployment of Galileo
140 letters of assist certified and managed	48	Reduction in requirement in letters of assist owing to increased use of commercial contracts
180 systems contracts established and maintained	149	Combined systems resulted in lower number
220 lifts of troop emplacements, rotations and repatriations planned and managed	270	
120 United Nations-owned equipment movements planned and managed	270	Raised 270 requisitions for transport services, including air transport (passenger/cargo), sealifts and letters of assist with various troop-contributing countries. The requisitions involved the movement of United Nations-owned equipment, contingent-owned equipment, contingent personnel, formed police units, civilian police comprising approximately 125,000 personnel
Year-end inventory report coordinated, compiled and reviewed	Yes	Compiled and reviewed for all peacekeeping operations
Mission logistics communications strategic plan	Yes	
11 updated contingent-owned equipment mission-factor reports completed	14	

Recruited and assigned international civilian staff	1 260	
Travel arrangements for civilian and military staff for 11 missions	Yes	Travel arranged for 2,000 civilian and 6,300 military personnel, including United Nations military observers and civilian police
Expanded recruitment sources identified in critical occupational groups	Yes	Developed recruitment database with 110 partners, including United Nations specialized agencies
Roster of Internet/Intranet applicants — pre-cleared candidates by occupational groups populated	Yes	Rosters of pre-cleared candidates for 16 occupational groups, accessible by missions
Updated eminent persons roster	Yes	Continuously updated
Advertising strategy to continue to attract new talent to mission service	Yes	Includes general advertisements in external web sites and specialized journals for 8 occupational groups
Mission Succession Planning Programme	Yes	Includes establishment of a succession panel, which reviewed the status of senior-level posts in all missions, identifying candidates for replacement
Pilot project implemented to pay lump sum for unaccompanied shipment in special, non-family missions	Yes	80% of staff members assigned to special non-family missions have opted for the lump-sum payment
20 generic and technical training and development programmes coordinated and conducted for 11 peacekeeping missions, and annual training report	Yes	E-PAS training in 8 missions Rapid deployment training for 11 missions 11 training-of-trainers courses for 134 field staff from 10 missions Training focal point programme for 8 missions Integrated pre-deployment training for 2 missions (military, civilian police and civilian personnel) Workshop in annual Chief Civilian Personnel Officer conference Coordinated the implementation and funded people management training programme for 5 missions Designed, developed, pilot-tested and posted on the Civilian Training Section web site 3 electronic distance-learning modules on conflict resolution, client focus and diversity
Finance management analysis reports prepared and sent to 11 missions on a monthly basis	Yes	Ongoing financial reporting via the Funds Monitoring Tool. Quarterly missions' consolidated financial report issued to missions every quarter. Regular advice to missions on budget and financial matters, including results-based budgeting

Support to 11 missions on field finance systems (SUN/Progen)	Yes	Includes training of 40 Field Finance Section focal points on advanced field finance systems
Certified 700 contingent-owned equipment, letter of assist and death/disability claims	1 056	861 contingent-owned equipment claims, 140 letter of assist claims and 55 death and disability claims
Memorandums of understanding with troop-contributing countries negotiated and concluded	177	38 memorandums of understanding signed. 44 memorandums of understanding concluded in 2003/04 with troop-contributing countries pending signature. 95 memorandums of understanding under negotiation
Responses coordinated to 500 audit recommendations/observations and annual reports of Office of Internal Oversight Services and Board of Auditors. Quarterly status reports produced on the implementation of audit recommendations for 11 missions	810	Followed-up and prepared semi-annual reports on the status of implementation of 810 recommendations: Board of Auditors — 680 recommendations; Office of Internal Oversight Services — 130 recommendations Coordinated and prepared responses to 30 management letters and reports by Board of Auditors and Office of Internal Oversight Services
Updated 20 finance-related standard operating procedures for 11 missions	8	Additional finance-related standard operating procedures to be updated by December 2004. Lower number of standard operating procedures updated owing to new mission surge
Memorandums of understanding for Trust Fund developed for 11 missions	25	Memorandums of understanding relating to trust funds and mine action support services

(d) Military Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Regular provision of advice and information sharing with United Nations and non-United Nations agencies (seminars; conferences), Member States (daily interchange with permanent missions), military elements of regional organizations and the humanitarian community (conferences, lectures, liaison visits) on utilization regarding military capability	Yes	Military planning support to the African Union and ECOWAS for the Mission in Liberia (ECOMIL), for the transition of Multinational Interim Force to MINUSTAH and the transition of the African Mission in Burundi (AMIB) to ONUB, and to the Multinational Standby Force High Readiness Brigade for United Nations Operations to ensure its International Force headquarters for UNMIL and the Sudan were operational upon arrival of the Force headquarters staff Military advice to ECOWAS during the ceasefire talks for Liberia and to the Intergovernmental Authority on Development (IGAD) for the ceasefire talks on the Sudan

		Liaison with the African Union, European Union and North Atlantic Treaty Organization on support to peacekeeping operations
		Lectures and training advice to 6 national peacekeeping training centres
Updated Military Division web site	Yes	

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Updated military mission planning process	Yes	
Weekly consultations with potential troop-contributing countries	Yes	Daily consultations with Member States on force generation and increased participation in UNSAS
Updated United Nations Standby Arrangements System (UNSAS)	Yes	
Implemented level-2 hospital initiative with at least 1 regional unit available	No	No regional organization or Member State expressed interest in the initiative in 2002-2003; it was therefore discontinued

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
11 Desk Officer mission visit reports	13	7 mission visit reports (MONUC, UNAMSIL, UNOCI, UNMIL, UNMEE, ONUB, and MINURSO). In addition, 6 technical assessment reports (UNMIL, UNOCI, ONUB, MINUSTAH, UNMISET and UNFICYP)
Annual reviews of mission military components through combination of Military Planning Service and Inspector General	No	A review of UNMEE was undertaken. Evaluation of MONUC postponed owing to the deteriorating situation on the ground and rescheduled for June 2005

Completed drafts of standard operating procedures and guidelines: Force headquarters generic standard operating procedures; Guidelines for selection, deployment, rotation and repatriation of individuals; Department of Peacekeeping Operations policy on nuclear, biological and chemical protection; United Nations training guidelines for national staff colleges (STM I)	Yes	Standard operating procedure on Force headquarters scheduled for completion in June 2005; guidelines for selection, deployment, rotation and repatriation of individuals completed; Department of Peacekeeping Operations policy paper on nuclear, biological and chemical protection scheduled for completion in March 2005; training guidelines for Standardized Generic Training Modules Level I (SGTM I) completed In addition, revised Force Commanders Directive for UNDOF and Force Commanders Directive and Rules of Engagement for ONUB, UNMIL, UNOCI, UNMISET (consolidation phase) and MINUSTAH
Ongoing pre-deployment induction and post-appointment briefings for senior military personnel	Yes	For 29 senior military personnel
Ongoing management and administration of individual rotations and repatriations	Yes	For 2,252 personnel
Updated Secretariat instruction on conditions of service	No	The issue is being dealt with in the broader context of conditions of personnel in peacekeeping operations
Further developed Standardized Generic Training Modules (SGTM) (Complete level II)	Yes	STM II completed in consultation with more than 60 troop-contributing countries/police-contributing countries
Training material (reprint and distribute 29 documents; new publications — Gender Field Manual, CD-ROM on training, SGTM Level I)	Yes	Existing training material reprinted (26 CD-ROM, 150,000 copies) Gender and Peacekeeping Field Manual to be completed in May 2005 CD-ROM on SGTM Level I completed In addition, 3 sets of United Nations peacekeeping publications for new mission start-up and for support to African regional organizations
Conducted regional seminars and specialized courses (logistic training course; gender and child protection course; military observer and police officer course for emerging troop-contributing countries; United Nations training assistance team/military training cell course)	10	Regional seminars and courses In addition, 14 presentations to international institutes or to visiting delegations
Further developed training guidance (pre-deployment training assessment criteria; UNSAS training package)	Yes	Training packages delivered to Headquarters staff and United Nations Military Observer Team Leaders during establishment of 4 missions and to contingents from 7 troop-contributing countries

Mission training assistance (mission training assessment visits; established 5 new mission training cells)	Yes	6 mission training cells established (MINURSO, UNMIL, UNOCI, UNIFIL, ONUB and MINUSTAH)
Conducted first annual conference of military heads of mission	Yes	
Updated mission military security and evacuation plans	No	Since September 2003, missions conduct their own periodic reviews monitored by the Situation Centre, as focal point for security issues in the Department of Peacekeeping Operations
Guidance and support to missions on utilization of military capability	Yes	

(e) Civilian Police Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned output	Completed (number or yes/no)	Remarks
Quarterly briefings to member States on current issues related to police	9	Police-contributors meetings on mission specific issues (MINUSTAH, UNMIL, UNMIK, MONUC, UNFICYP, ONUB, UNMIL and UNOCI), and on the use of formed police units in peacekeeping operations
Notes for guidance to all Member States for 5 Missions	Yes	Guidelines for civilian police deployment in UNMIL and MINUSTAH for police contributors Guidelines on Formed Police Units for MINUSTAH and UNMIL Directives for Police Commissioners for UNFICYP, UNOMIG, MINUSTAH and UNMIL

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned output	Completed (number or yes/no)	Remarks
Established database for the 100-person on-call roster to support the United Nations Standby Arrangements System (UNSAS)	Yes	

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Mission assessment reports to assist UNMIK, MONUC, UNAMSIL, UNMISET and UNFICYP in developing policing strategies	8	For UNFICYP, UNMISET, MONUC, MINUSTAH, UNAMSIL, UNOCI, ONUB and the Sudan
Updated United Nations Standby Arrangements System database	Yes	An on-call roster of formed police units was added
Updated standardized disciplinary procedures and mechanisms	Yes	
Biannual desk officers' visitation reports for UNMIK, MONUC, UNAMSIL, UNMISET and UNFICYP	8	For UNMIK, UNAMSIL, MONUC, UNOB, UNFICYP, MINUSTAH, UNMISET and UNOCI
Conduct comprehensive in-service training programmes for 6,700 police officers in missions	4 421	Officers trained (mission induction training)
	3 485	Officers trained (further training on peacekeeping-related issues)
Standard operating procedures on rotation of police officers	No	Not completed owing to the surge in peacekeeping. Scheduled to be developed in 2005
Completed 80% of specialized job profiles based on the identified needs of the mission	Yes	All 50 specialized police profiles were completed (100%)
Updated predeployment training packages for Member States	3	Standard Generic Training Module (STGM I) was updated STGM II and a Selection Assistance Team training package were completed
Revision of the Selection Assistance Team guidelines	Yes	Distributed to 191 Member States
Ongoing best practices and lessons learned reports	Yes	Electronic database of lessons learned established
Guidance and support to mission on police matters	Yes	Includes policies on performance evaluation and on deployment of formed police units and canine units; guidelines for the selection and deployment of Selection Assistance Team-qualified officers and a standard operating procedure for mission planning

(f) Mine Action Service

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Updated annual local, national and organizational plans and project proposals in UNMEE, MONUC and UNIFIL	Yes	UNMEE, MONUC and UNIFIL project proposals also included in 2004 Mine Action Portfolio used for fund-raising
Ongoing guidance and support to missions on mine action	Yes	Guidance provided through revised United Nations Mine Action Strategy, United Nations Advocacy Strategy, sectoral policy on victim assistance 2 technical missions to UNMEE and 1 mission to UNIFIL and MONUC
Evaluation mission reports for UNMEE and UNIFIL	No	UNMEE evaluation undertaken in October 2004. UNIFIL evaluation to occur in 2005/2006
Biannual assessment of mine action programme implementation	Yes	
Mine action standard operating procedures developed in line with International Mine Action Standards	Yes	National mine action standards developed for UNMEE and UNIFIL
Mine action programming handbook	Yes	

B. Executive Office of the Secretary-General

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Comments and guidance to missions on Secretary-General mission reports	Yes	Including 419 letters and 1,032 notes to the Department of Peacekeeping Operations and peacekeeping missions

C. Office of Internal Oversight Services

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Report on evaluation of interdepartmental coordination in the course of peacekeeping operations using Timor-Leste as an example	No	The resources for this output were used for the evaluation of the Department of Peacekeeping Operations restructuring (A/58/746) and for the parts of the newly requested report on the impact of the human resources management reform (A/59/253)
Report to the Committee for Programme and Coordination on the design of thematic evaluation of the efficiency and effectiveness of transition from peacekeeping to post-conflict rehabilitation	No	The Committee for Programme and Coordination, at its forty-third session, did not agree on a thematic evaluation. The resources for this output were used for implementation of the evaluation of the results of the Department of Peacekeeping Operations report, since the implementation required more resources than anticipated
Report of the evaluation of the results of the Department of Peacekeeping Operations restructuring	Yes	A/58/746
Annual reports to the General Assembly on the audit results and the implementation of significant audit recommendations	Yes	A/59/359. In addition, 2 reports on peacekeeping matters (A/58/613 and A/58/704)

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
12 mission audit assignments carried out by the audit teams at Headquarters and at the missions without resident auditors	9	Lower number because completed audits required more resources than estimated, e.g. the review of strategic deployment stocks
60 mission audit assignments carried out by resident mission auditors including 10 audits of information technology areas and performance audits	33	Audit reports, including 9 involving information technology areas and performance audits Lower number owing to longer and more detailed in-depth audits; audit findings were consolidated in big reports

10 mission audit assignments carried out by the auditors of the new Mid-East Office of Internal Oversight Services office	No	The General Assembly suspended the request for establishing the Mid-East Office owing to the prevailing circumstances in the region (A/57/776, para. 63)
Reviewed mission improvements as a result of implemented critical audit recommendations	Yes	
Advised missions on design of evaluation and inspection exercises in support of discerning and disseminating best practices in peacekeeping	Yes	The resources for this output were used for feasibility studies of MONUC, developing terms of reference and the evaluation plan for review of the MONUC enforcement mandate, and review of military observers' capacity and military information capability in peacekeeping operations
Assessment of security and safety in missions carried out jointly with the Office of the United Nations Security Coordinator	No	In cooperation with Internal Audit Division and Monitoring, Evaluation and Consulting Division in all missions, but not in MONUC The resources for this output were used for feasibility studies of MONUC, developing terms of reference and the evaluation plan for review of the MONUC enforcement mandate, and review of military observers' capacity and military information capability in peacekeeping operations
Reviewed and risk assessed 272 mission complaints	149	Matters reported. Lower number owing to higher significance of individual cases, 2 extensive task forces (MONUC and UNMIK) and closure of resident investigator positions in missions
Assessed and referred 20 mission complaints to relevant managers for comment and action prior to the Office of Internal Oversight Services investigation	20	
Prepared and issued 40 reports of completed mission investigations	23	Lower number owing to delayed recruitment and greater complexity of matters investigated

D. Office of Legal Affairs

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned output(s)	*Completed (number or yes/no)*	*Remarks*
Legal support and support and assistance in providing legal opinions and advice to all peacekeeping missions on an as-needed basis, regarding:		
50 legislative aspects of peacekeeping missions, including governance issues and United Nations regulations and rules	178	
100 institutional and operational arrangements for peacekeeping missions (e.g., status of forces agreements, status of mission agreements and other similar agreements as well as general questions of public international law and rules of engagement)	157	
195 commercial aspects of peacekeeping missions	283	
25 claims arising out of peacekeeping missions, including arbitration or litigation of claims and representation in cases before the United Nations Administrative Tribunal	44	
15 financial questions arising in connection with peacekeeping missions	33	
50 matters regarding the privileges and immunities of the United Nations and its peacekeeping operations	76	
75 personnel matters, including staff regulations and rules	131	
20 legal aspects of security within the missions	34	

E. Department of Public Information

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Support to UNOMIG, UNMIK, UNAMSIL, MONUC, UNMEE and UNMISET in formulating and implementing information strategies and promotional campaigns from Headquarters and in situ	Yes	In addition, assessment missions to set up public information components of 3 new missions (UNMIL, UNOCI and MINUSTAH); advice to ONUB on public information strategy and establishment of its public information component; 2 workshops organized for public information officials on developing public information strategies for disarmament, demobilization and reintegration and rapid deployment
Guidance to UNIKOM, UNFICYP, UNIFIL, UNDOF, MINURSO on public information matters	Yes	
Guidance and support to UNOMIG, UNMIK, UNAMSIL, MONUC, UNMEE and UNMISET regarding mission web site and/or relevant portion of United Nations peacekeeping web site	Yes	UNMIK maintained its own web site and did not require support In addition, web site content provided for new missions, including UNMIL, UNOCI, MINUSTAH and ONUB
Induction briefing and debriefing of senior mission public information staff	Yes	For UNMIK, UNOMIG, UNMIL, UNOCI, MINUSTAH and UNAMSIL

F. Department of Management

1. Results-based framework

(a) Office of the Under-Secretary-General

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Rendered decisions on behalf of the Secretary-General on recommendations made by Joint Appeals Boards, Joint Disciplinary Committees and monitored the implementation of United Nations Administrative Tribunal judgements in respect to mission staff	Yes	

Implemented the Secretary-General's decisions on appeals and disciplinary cases	Yes	
Updated the electronic Case and Jurisprudence Digest of Judgements of the United Nations Administrative Tribunal	55	All new judgements added to the database

(b) Office of Programme Planning, Budget and Accounts

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Peacekeeping Financing Division		
22 reports on budget performance and budget estimates for 11 active missions	45	32 reports for 10 active missions, 2 missions with mandate changes (MONUC and UNMISET), 4 new missions (UNMIL, UNOCI, MINUSTAH and ONUB), the support account and UNLB 1 overview report on the financing of United Nations peacekeeping operations 1 report on the Peacekeeping Reserve Fund 1 report on the proposed donation of assets (UNMISET) 10 notes on the administrative and budgetary aspects of the financing of peacekeeping operations and financing arrangements for the 2003/04 period (MONUC and UNMIL)
15 reports on final performance and updated financial position for 15 closed/liquidated missions	5	1 combined report on the updated financial position of 18 closed peacekeeping operations 2 performance reports for the 2002/03 period (UNIKOM and UNMIBH) 1 report on the disposition of assets for UNMIBH 1 note on the financing arrangements for UNIKOM for the 2003/04 period Lower number resulted from the consolidation of the updated financial position of closed peacekeeping missions into 1 combined report

Accounts Division		
3 consolidated and 35 individual financial statements	3	Consolidated financial statements
	39	Individual financial statements
	18	Schedules
		Higher number owing to 4 new missions
5-10 ad hoc interim financial statements for liquidated missions	No	Not required as the Administration decided to use reports on fiscal year-end statements
Contributions service		
Ad hoc reports and advice to the General Assembly on peacekeeping	Yes	Including 2 documents (A/58/157 and Add.1) and 9 information notes during sessions
Monthly detailed report on the status of contributions	12	ST/ADM/SER.B/606, 608-611, 613, 619, 621-625
Monthly informal summaries of outstanding assessed contributions	12	
Bimonthly informal summaries of the status of contributions of Member States	24	

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Peacekeeping Financing Division		
Managed cash position and payments to troop-contributing countries	Yes	
Payment letters to troop and formed police-contributing countries	Yes	
70 mission staff trained on objective setting for peacekeeping operations in 2 regional workshops, comprising integrated mission teams of up to 7 persons per team, representing the Office of the Special Representative of the Secretary-General, Division of Administration and Headquarters	72	

100 peacekeeping staff at Headquarters trained on results-based budgeting for the support account for peacekeeping operations	80	60 staff at Headquarters 20 UNLB staff in Brindisi, Italy Lower number reflects actual training requirements of client offices
Issued initial mission allotments and redeployment on an ongoing basis	Yes	
Issued mission staffing table authorizations	Yes	
Upgraded web-based mission Funds Monitoring Tool to include benchmarking of budget performance and personnel incumbency	No	Deferred to 2005/06. In lieu of this output, 259 mission personnel trained in situ on the current version of the Funds Monitoring Tool to implement the recommendation of the Board of Auditors
Policy guidance to missions on budgeting matters	Yes	Including mission visits to UNDOF, UNMEE and UNLB In addition, new costing methodology implemented as part of the budget instructions package for the 2003/04 performance reports and 2005/06 budget proposals for all peacekeeping missions
Accounts Division		
Policy guidance to missions on financial regulations, rules, accounting policies and insurance matters	Yes	Including guidance and procedures on the recording of strategic deployment stocks transactions in IMIS Field accounts reviewed and monitored to interpret and consistently apply accounting policies; audit findings reviewed to provide guidance on appropriate actions to enable compliance with policies Advice on development and implementation of policies for the new UNDP e-inter-office voucher system UNMEE and MONUC visited and advised on items related to financial issues Guidance on insurance provisions and claims in vendor service contracts
Approve payments to Member States, staff and vendors	15 553	
Negotiate 7 peacekeeping insurance coverages	8	Policies, including for new peacekeeping missions
Settled complex mission insurance claims and claims reviewed by the Advisory Board on Compensation	15	Claims reported to the underwriters
	115	New claims reviewed

Contributions Service		
55 calculations of assessments and credits for peacekeeping	98	Additional missions and credits from closed missions
10 communications to Member States on assessments and credits	10	
Assessment documents for peacekeeping	8	Involving reduction in backlog of documents
Annual comprehensive reminder to Member States regarding unpaid assessments	Yes	
2,000 receipts for contributions from Member States for peacekeeping	2 197	
Annual notification of Member States liable to fall under article 19	Yes	
Treasury		
Payment transactions to all missions, international peacekeeping personnel, troop-contributing countries, Member States and vendors	Yes	Over $2.1 billion in payments processed
Investment decisions made on behalf of all peacekeeping funds	Yes	$84 million income from investments
Advice on incorporating treasury/foreign exchange matters in peacekeeping memorandums of understanding	No	No advice required
Update missions cash transportation and storage policies and procedures for MONUC, UNMIK, UNAMSIL, UNIKOM, UNOMIG	8	Updated and established in MINUSTAH, the Sudan, UNOCI, MINURSO, UNFICYP, UNOMIG, UNMIK and UNIFIL (MONUC and UNAMSIL completed in 2002/03)
Assessment of cash operations and payment systems for 11 missions	11	
Implement new missions payment systems and train 2-3 personnel per mission in treasury procedures and policies at UNAMSIL, MONUC, MINURSO, UNMIK, UNIFIL, UNFICYP	6	Finance personnel trained in MINUSTAH, the Sudan, UNOCI, MINURSO, UNFICYP and UNIFIL (Based on technical analysis no new payment systems were implemented and no training required in UNAMSIL and UNMIK.)
Implement model banking agreements between missions and local financial institutions for UNFICYP, UNIFIL, UNIKOM, UNMIK	3	Model banking agreements for the Sudan, MINUSTAH and to support peacekeeping operations requirements in the Middle East (UNMIK agreement completed in 2002/03)

(c) **Office of Human Resources Management**

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Operational Services Division		
Assisted in replacing international staff that goes on mission assignment	30	Cases
Certified chief administrative officers and chief civilian personnel officers for missions	25	Cases
Developed and implemented human resources delegated authority monitoring system, including on-site visits to 11 missions	No	Monitoring visits to 2 peacekeeping missions (UNMIK, UNMISET, MONUC, UNDOF and UNIFIL) and Personnel Management and Support Service/Office of Mission Support/DPKO
Guidance and support to Department of Peacekeeping Operations on human resources management in missions, including rules and regulations management	Yes	Daily advice to the Department of Peacekeeping Operations and missions on human resources issues Services to Department of Peacekeeping Operations (recruitment of personnel and consultants, contract administration, entitlements and benefits, movement of staff, and special post adjustment) Services to mission staff (waivers, change of nationality or home leave, exceptions and clearance of promotions)
Medical Services Division		
Updated health policies related to staff protection from medical threats, including nuclear, biological and chemical threats	Yes	HIV/AIDS (voluntary and confidential counselling and testing) policy guidelines formulated Lassa fever policy guidelines formulated for UNMIL and UNAMSIL Policy for life-saving medical countermeasures drafted and updated in the context of a nuclear, biological and chemical incident Research work to improve rapid identification of remains of staff members completed
On-site assessments of mission medical facilities	2	UNMIK and the Sudan
Evaluations of regional medical evacuation centres	2	Belgrade (Serbia) and Nairobi (Kenya)

Mission specific health-related internal and external guidelines and procedures	Yes	Immunization and personal protection guidelines updated for all peacekeeping missions
		Guidelines for prevention and treatment of most common endemic diseases in the Sudan developed
Established new United Nations civilian medical facilities	Yes	New civilian clinics established in MINUSTAH, ONUB, UNMIL, UNOCI
		Existing United Nations facilities strengthened in support of staff in Khartoum and Juba in the Sudan, and in Nairobi
		Medical personnel recruitment supported in 3 missions (UNMEE, UNAMSIL, UNMISET) and MONUC medical facilities expanded from 2 to 10
Roster of pre-qualified physician candidates	Yes	212 pre-qualified physician candidates
Medically examined candidates for mission deployment	585	Examined and cleared at United Nations Headquarters
Immunized staff for mission deployment	1 265	Immunized at United Nations Headquarters
Issued medical kits	1 600	
Reviewed and analysed medical exams of mission staff, military observers and civilian police	6 115	Overseas exams reviewed and analysed
Certified sick leave	5 999	Cases for all Department of Peacekeeping Operations staff, military observers and civilian police
Medical advice on evacuation/repatriation, compensation and disability	456	Medical evacuation/repatriation cases of mission staff, military observers, civilian police and troops
	99	Medical compensation cases of Department of Peacekeeping Operations staff, military observers and civilian police reviewed in the Advisory Board on Compensation Claims
	47	Disability pension cases of Department of Peacekeeping Operations staff presented to Staff Pension Committee
Advice on troops' death and disability claims	41	Claims reviewed
Medical treatment and consultations to Department of Peacekeeping Operations staff and those visiting from missions	2 515	Staff consultations by nurses

Division for Organizational Development

Guidance and support to Department of Peacekeeping Operations on human resources management in missions, including rules and regulations management	Yes	Including 19 generic job profiles promulgated, 7 additional draft generic job profiles for field service posts developed and mission posts classified
Reviewed mission subsistence allowance rates in 8 peacekeeping missions	4	Mission subsistence allowance on-site surveys (UNMISET, UNMEE, UNMIK, MONUC)
	2	Mission subsistence allowance reviews through questionnaires (MINUSTAH, the Sudan)
		2 reviews postponed for security reasons
Reviewed and/or established and issued salary scales for local mission staff in 4 missions	18	Scales for the 100-series salary
	8	Scales for appointments of limited duration
		as a result of on-site reviews at UNMISET, UNMEE, UNMIK (Pristina) and UNMIK (Skopje)
	64	Updated scales for other peacekeeping missions
Updated policies on relevant entitlements for all civilian mission personnel	Yes	Including interim guidelines for movement of mission staff to higher level posts and guidelines for determination of level and step on recruitment to the professional category and above
Managed requests for administrative review, disciplinary cases and appeals in respect of civilian mission personnel	32	Requests for reviews
	5	Requests for suspension of action
	15	Appeals
	15	Disciplinary cases
Advice and lessons learned on administration of justice matters for missions	Yes	Including one workshop conducted on dealing with harassment complaints for Department of Peacekeeping Operations and missions
Headquarters staff counselled on mission readiness prior to departure, including participation in mission readiness workshop, and debriefed upon return	Yes	
Guidance and advice to offices away from Headquarters on setting up mission readiness services for their staff selected for mission assignments	No	No resources approved under the support account

Support services offered to families of Headquarters staff on mission	Yes	
Revised and distributed material on mission readiness	Yes	Mission Readiness booklet revised. Distribution expected to commence early 2005
Customized existing centrally coordinated career development and support programmes to meet the needs of staff in field missions	Yes	
Designed and conducted training programmes on performance management and competency development in 8 missions	10	Including performance management and competency-based selection and interviewing workshops and "train-the-trainer" sessions at the following missions: UNMISET, UNMEE, UNOMIG, UNDOF, UNAMSIL, MINURSO, UNMIK and UNDOF, and joint workshops at UNLB

(d) **Office of Central Support Services**

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planning indicator	Completed (number or yes/no)	Remarks
Procurement Division		
Contracts awarded, purchase orders issued and systems contracts placed in support of strategic deployment stocks	Yes	Valued at $136.7 million

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planning indicator	Completed (number or yes/no)	Remarks
Procurement Division		
Awarded contracts, issued purchase orders and a Procurement Kit developed for 11 missions	No	Completed with the exception of part of the Procurement Kit for which the target date is 30 June 2005. Delay is due to the need to reflect the recent development in connection with the registration of suppliers and incorporation of the new guidelines being developed
Completed technical design and specifications of common procurement management system	No	Design of common procurement system started in early 2004 owing to other work commitments of development team. Target date for completion is 2005

Technical advice to 11 missions on procurement matters	Yes	
Procurement management reviews for MONUC, UNMEE, UNAMSIL, UNOMIG, UNIFIL, UNDOF, UNFICYP and UNMIK	7	Management visits to MONUC, UNMEE, UNIFIL and UNDOF completed; UNAMSIL visited in 2002/03. Visits to UNOMIG, UNFICYP and UNMIK replaced by visits to MINUSTAH, UNMIL and the Sudan
Trained mission staff of MONUC, UNAMSIL, UNMEE, UNIFIL and UNDOF in procurement	300	In MONUC, UNAMSIL, UNMEE, UNIFIL, UNDOF and including 154 staff from other missions
Archives and Records Management Section		
Recordkeeping improvements at UNAMSIL and UNMISET on file classification and retention schedules use	No	Advisory missions to UNDOF and UNAMSIL
Archival records transferred to Headquarters from all liquidated peace operations (1948 to the present)	No	2 missions per year targeted. In UNDOF, all archives identified and prepared for transfer to Archives and Records Management Section, to be completed by June 2005. In UNAMSIL, transfer of records to Archives and Records Management Section to be completed in 2005/06
Facilities Management Division		
Conducted regular and special pick up and delivery of inter-office mail to and from Department of Peacekeeping Operations offices located in the Secretariat and between outlying buildings	Yes	
Screened/special handled Department of Peacekeeping Operations incoming/outgoing mail and pouch in United Nations Headquarters	Yes	
Information Technology Services Division		
Supported Intranet and IMIS connectivity, implementation plan to provide access to all missions	Yes	Intranet and partly IMIS available in all missions
Maintained and supported United Nations Headquarters and mission crypto units	Yes	Including 52 crypto units in 10 missions
Supported satellite links and related communication channels for 24 hours a day/7 days a week	Yes	46 satellite links and 500 related dedicated voice and fax channels, 24 hours a day, 7 days a week

Security and Safety Service

Assessed and trained Security and Safety first line officers in UNMISET, UNMIK, UNAMSIL, UNOMIG in firearms qualifications, hostage awareness, bomb recognition, VIP personal protection, investigative procedures, hazardous materials/fire and safety, defensive techniques, general security duties, protocols and procedures, cardiopulmonary respiration (CPR) and first aid and oleoresin capsicum spray	87	In UNMIL and MONUC based on requests by the Mission
15 trained mission security and safety service supervisors managers in incident command systems, operational planning, interpersonal skills, risk assessment guidelines and physical security surveys	No	No requests from peacekeeping missions for supervisors/managers to be trained

Travel and Transportation Service

Negotiated special airline travel agreements for movements of 20 or fewer peacekeeping staff	33	Preferred airline agreements with discounts well above industry benchmarks negotiated
5,000 inspected travel authorizations	6 655	For Department of Peacekeeping Operations and peacekeeping missions
5,500 issued United Nations travel documents and visas	6 736	For Department of Peacekeeping Operations and peacekeeping missions
4,500 processed shipment related documents	3 556	For Department of Peacekeeping Operations and peacekeeping missions (personal effects shipments, requests for insurance coverage and insurance claims, and invoices)
7,000 received and delivered pieces of goods, materials and parcels	9 587	For Department of Peacekeeping Operations and peacekeeping missions
Shipped mission office supplies to 3 missions	Yes	

G. Office of the United Nations Security Coordinator

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Briefings and advice to the legislative bodies on the security of civilian personnel in missions	Yes	
Formal response to General Assembly resolution 56/255 request to evaluate the relationship and interaction between the Department of Peacekeeping Operations and the Office of the United Nations Security Coordinator	Yes	Support for peacekeeping operations incorporated into A/59/365 ("Strengthened and unified security management system for the United Nations")

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Annual MONUC, UNAMSIL, MINURSO, UNMIK, UNOMIG security compliance assessment visits/reports	8	Security compliance assessment missions carried out to MONUC, UNAMSIL, UNOMIG, UNTSO, UNDOF, ONUB, UNMIL, UNOCI and UNMIK
Annual security officer train-the-trainer workshops in UNMEE, UNDOF, UNIKOM, UNIFIL, UNFICYP	No	Workshops not conducted owing to operational requirements to establish new peacekeeping missions UNMIL, UNOCI, MINUSTAH and ONUB
Annual senior mission managers' security training workshop	Yes	Chief Security Officers training workshop with participation by all Chief Security Officers from peacekeeping missions
Developed mission security readiness measurement system	Yes	Readiness measurement system developed and being implemented by the Department of Peacekeeping Operations
Developed security training manual and programme	Yes	CD-ROM for personal security awareness developed and made mandatory for all Department of Peacekeeping Operations personnel deploying to the field
Screened security personnel	Yes	Over 800 personal history forms screened for recruitment of all internationally recruited security officers for peacekeeping missions

Emergency team consisting of 1 Security Coordination Officer and 1 Stress Counsellor is available for rapid deployment at all times	Yes	Stress Counsellors deployed in response to 3 critical incidents
Developed stress management standard operating procedures	Yes	Draft procedures distributed to Security Focal Points, comments collected from Human Resource Managers and Medical Directors
Mission personnel psychosocial needs survey	Yes	Data collection completed and statistical evaluation done. Results to be presented in January 2005